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Grace-New Haven Community Hospital Annual Report 1949 - 1950

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GRACE - NEW HAVEN COMMUNITY HOSPITAL

ANNUAL REPORT
1949 - 1950



Annual Report of the

**GRACE-NEW HAVEN
COMMUNITY HOSPITAL**

1949-1950



NEW HAVEN, CONNECTICUT

OFFICERS

1949 - 1950

GRACE-NEW HAVEN COMMUNITY HOSPITAL

July 1, 1949

D. Spencer Berger, *President*
Robert S. Judd, *Vice-President*
Frederick D. Grave, *Vice-President*
Stanley Daggett, *Secretary*

The Union & New Haven Trust Company, *Treasurer*

Directors whose terms of office expire respectively in

1950

A. Bryan Clark
J. Dwight Dana
George Parmly Day
Harry W. Dorigan
Frederick D. Grave
George S. Hawley
Louis L. Hemingway
I. J. Hoffman
Wilbur G. Hoye
Leslie H. Jockmus
Harry B. Kennedy
G. Vincent Maconi
Edward E. Minor
Abraham S. Ullman
G. Harold Welch
Charles A. Williams

1951

Thomas I. S. Boak
Dr. George B. Darling
Philip H. English
Henry L. Galpin
William B. Gumbart
Mrs. Samuel C. Harvey
Robert E. Ramsay
Orville F. Rogers, M.D.
Charles E. Rolfe
George S. Stevenson
Carlos F. Stoddard, Jr.
Edgar Tullock
William F. Verdi, M.D.
Frederick H. Wiggin
Milton C. Winternitz, M.D.

1952

George F. Barnes
D. Spencer Berger
George W. Berger
Roland M. Bixler
Milton P. Bradley
Lewis H. Bronson
Mrs. Edith Valet Cook
Stanley Daggett
A. Rosario Giaimo
Robert J. Hodge
Frederic E. Hudson
Wallace C. Hutton
Henry W. Jones, Jr.
Robert S. Judd
F. Thatcher Lane
Frederick W. Loeser
Robert R. Savitt
Paul M. Zorn

Mayor William C. Celentano, *ex officio*

Executive Committee

D. Spencer Berger, *Chairman*

Stanley Daggett
Dr. George B. Darling
Harry W. Dorigan
Henry L. Galpin
Frederick D. Grave

Wilbur G. Hoye
Wallace C. Hutton
Henry W. Jones, Jr.
Robert S. Judd

Harry B. Kennedy
Edward E. Minor
Robert E. Ramsay
Charles E. Rolfe
G. Harold Welch

Francis G. Blake, M.D., *ex officio*
Mayor William C. Celentano, *ex officio*

Finance and Budget Committee
G. Harold Welch, *Chairman*

Wilbur G. Hoye
Milton P. Bradley

Harry W. Dorigan
Ira V. Ellithorpe
Carl G. Freese

Henry L. Galpin
Robert E. Ramsay

Auditors

Seward and Monde

NEW HAVEN DISPENSARY

D. Spencer Berger, *President*
Frederick H. Wiggin, *Vice-President*
Frederick N. Sperry, M.D., *Secretary*
The Union & New Haven Trust Company, *Treasurer*

Directors whose terms of office expire respectively in

1950

D. Spencer Berger
Harry W. Dorigan
Frederick H. Wiggin

1951

Robert S. Judd
Frederick N. Sperry
Henry H. Townshend
G. Harold Welch

1952

Francis G. Blake, M.D.
Dr. George B. Darling
Philip H. English
Frederick D. Grave
James E. Wheeler

Finance Committee

Henry L. Galpin

Frederick N. Sperry, M.D.

G. Harold Welch

CONNECTICUT TRAINING SCHOOL FOR NURSES

D. Spencer Berger, *President*
Frederick D. Grave, *Vice-President*

Henry L. Galpin, *Treasurer*

Helen S. Bronson, *Secretary*

Seward and Monde, *Auditors*

We report with sorrow the death of

HARRY C. KNIGHT

Director 1928-1949

President 1936-1944

July 20, 1949

Superbly endowed by his experience as a successful leader in business and civic affairs, and especially by his appreciation of the importance of our relations with the public and with employees, he laid and built upon the foundations of the organization which enabled the Hospital to carry on during difficult years. The community and his many friends will miss him greatly, for the range of his interest was extensive and it was coupled with an unusual gift for sympathetic understanding of others. Often we, along with others, have leaned heavily upon him for advice, wise counsel and encouragement. His fellow directors appreciated and enjoyed those qualities of leadership, tolerance and humor which were his in such generous measure. Indeed, these were the cement of their friendship and they here record their deep feeling of loss at parting.

—Excerpt from minutes of the
Board of Directors

GRACE-NEW HAVEN COMMUNITY HOSPITAL
and
NEW HAVEN DISPENSARY

EXECUTIVE STAFF

1950 - 1951

Director

Albert W. Snoko, M.D.

Assistant to the Director
Sidney G. Davidson

Assistant Directors

Nelson F. Evans

Richard H. Judd

Hilda H. Kroeger, M.D.

Alfred H. Marshall

NEW HAVEN UNIT

Admitting

Helen B. Bray

Helen L. Rosenthal

Business Office

Edwin R. Johns, *Controller*

Jessie L. Ball

Dietary

Marion G. Dana

Amy B. Conwell

Maintenance, Housekeeping, Laundry

John W. Manz

Medical Records

A. Louise Kelsey

Mary A. LeClair

New Haven Dispensary

Betty Lou Horne

Nursing Service

Laura M. Grant

Marion G. Blake

Personnel

Mabel G. Martin

Pharmacy

Francis J. Sullivan

Physical Therapy

Edith L. Nyman

Helen Murdock

Purchasing

J. Hasbrouck Wallace

Social Service

Eckka A. Gordon

Volunteers

Bettina Jones

REPORT OF THE PRESIDENT

IT is gratifying to report that the past year has been one of substantial progress in almost every field with which the Hospital is concerned. Services to patients have been extended and improved, renovation of the physical properties have been numerous, consolidation of both the medical and operating staffs of the two units has been greatly advanced, and planning for the new hospital building has been kept so current that it was possible to break ground for it within two months of the decision to go ahead with this important project.

And, for the first time in 24 years, the Hospital completed its year without a deficit.

New Building

On June 9th the Board of Directors authorized an immediate start on construction of the new building to be placed on the block bounded by York, South, Park and Oak Streets. The decision was a fortunate one since it enabled the architect and contractor to place orders for materials in anticipation of higher prices and delivery delays incident to the Korean War.

The Board also authorized an extension of the successful drive for building funds conducted in 1945 and 1946 to secure an additional \$1,500,000 representing the amount required in addition to the funds remaining from the previous campaign together with funds from other sources available or anticipated, to complete and equip the structure under the revised plans.



Robert S. Judd hands ground-breaking shovel to Mayor William C. Celentano, while G. Harold Welch, Dr. Albert W. Snoke and Frederick D. Grave look on.

Deferred Admissions

The serious need for increased facilities was evidenced by the fact that during the latter months of the year, with every available bed in use, the list of patients waiting for admission often rose above 250. It has been necessary to revive the priorities admission plan evolved during the War when patients were admitted according to the seriousness of their immediate need for hospitalization and the treatment of many distressing but less serious complaints had to be deferred, sometimes for weeks.

Finances

After nearly a quarter century of unremitting deficits which required in recent years heavy borrowing from unrestricted endowment, the Hospital closed its books with a small surplus for the first time since 1925. This fund will be applied to needed repairs and modernization of various physical facilities for which in recent years no money has been available. It is planned to repay to unrestricted endowment approximately \$150,000.

This excellent financial showing was largely due to three factors: a consistently high census during the latter part of the year, making for the most effective use of facilities; the action of the State Legislature in authorizing payment for State patients at a rate of \$10 a day instead of the previous \$5; and a substantial increase in payments by Connecticut Hospital Service, Inc., for service to its members.

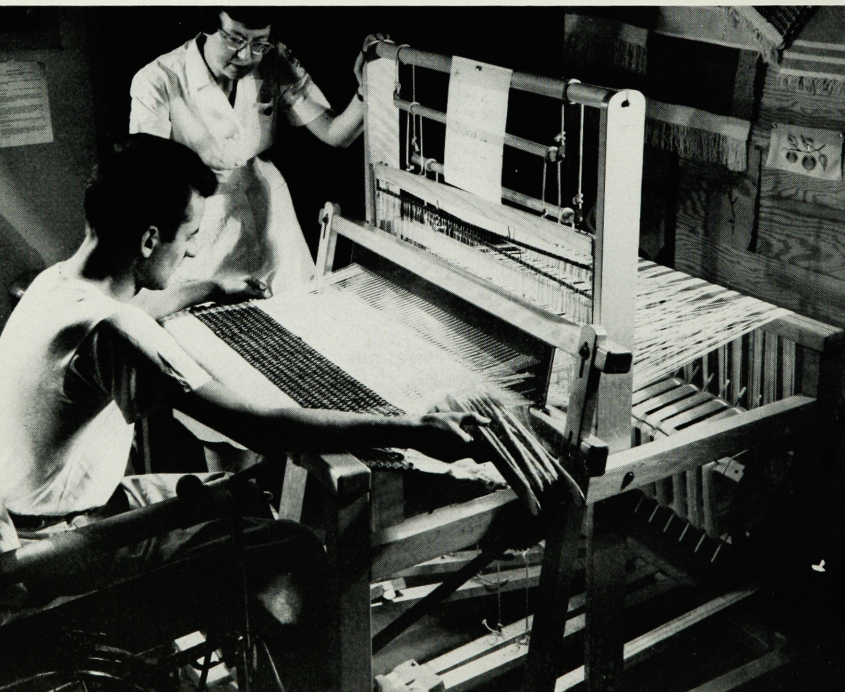
The Hospital's cash position was also substantially bettered through an intense effort to reduce the accounts receivable; during the last six months of the year, these were actually lowered from \$548,172 to \$421,521.

Rehabilitation of Physically Handicapped

Among the many projects carried on during the year for the greater service of the community was the initiation of a special division on the second floor of the Fitkin Pavilion for the rehabilitation of patients having crippling illnesses. With the assistance of funds provided by the State Commission on the Care and Treatment of the Chronically Ill, Aged and Infirm, the division was completely renovated, a room set up for occupational therapy and a special staff assigned.

With this unit operating as a pilot plant to demonstrate what can be done to return such patients to a degree of self-dependence, negotiations have been carried on throughout the year with the State looking toward the possible sale of the Grace Unit property to the State for conversion into a chronic hospital, and it is hoped that these negotiations may culminate in a sale at about the time our new building is completed. The proceeds of such a sale are earmarked to start the projected dormitory for the Grace-New Haven School of Nursing in Park Street.

Occupational Therapy on the Rehabilitation Unit trains muscles in useful work.



Redecoration

In both Units an extensive program of redecoration has been carried on during the year, making use of bright colors where possible. In the Grace Unit, a part of Main Two has been converted to offices for the Nursing School, while the intern quarters have been refurnished and brightened up.

In the New Haven Unit four solaria have been completely refurnished, drapes have been installed in most patient rooms, and plans have been made for extensive redecoration of the public areas. The program of sound-proofing has been carried on throughout the year with excellent results.

Professional equipment is also being extensively modernized and a new area has been set up in the basement for the manufacture of intravenous solutions for both units.

Parking

Steps were taken to reduce the extremely irritating congestion of parking near the New Haven Unit. A careful study during the spring, carried on with traffic experts of both Yale University and the City of New Haven, established that the principal problem was that of all-day parking by those employed in the Medical Center area. The recommended solution was off-street parking, together with the installation of parking meters on adjacent streets for the convenience of short-time visitors. Yale generously offered the use of a large vacant lot in the neighborhood for a period of three years if the Hospital would develop the necessary facilities on it.



This lot has accordingly been paved and lighted and has been leased to a commercial operator at a rental which should enable the Hospital to recover its investment over the term of the lease. Special low rates are offered Hospital and Yale Medical School personnel.

Red Cross Blood Bank

Hospital personnel have worked closely with the local and State chapters of the American Red Cross in setting up the State-wide blood-drawing program. The Hospital's own blood-drawing has been largely discontinued except for emergencies and every effort has been made to direct donors to the Red Cross in order to insure the success of this project.

What are little girls made of ?
Sugar and spice ,
And everything nice.
That's what little girls
are made of !



Young patient admires Pediatric Clinic Mural

Personal Mention

Milton C. Winternitz, M.D., who had headed the Department of Pathology since 1917, retired at the close of the year to accept the chairmanship of the Division of Natural Sciences of the National Research Foundation.

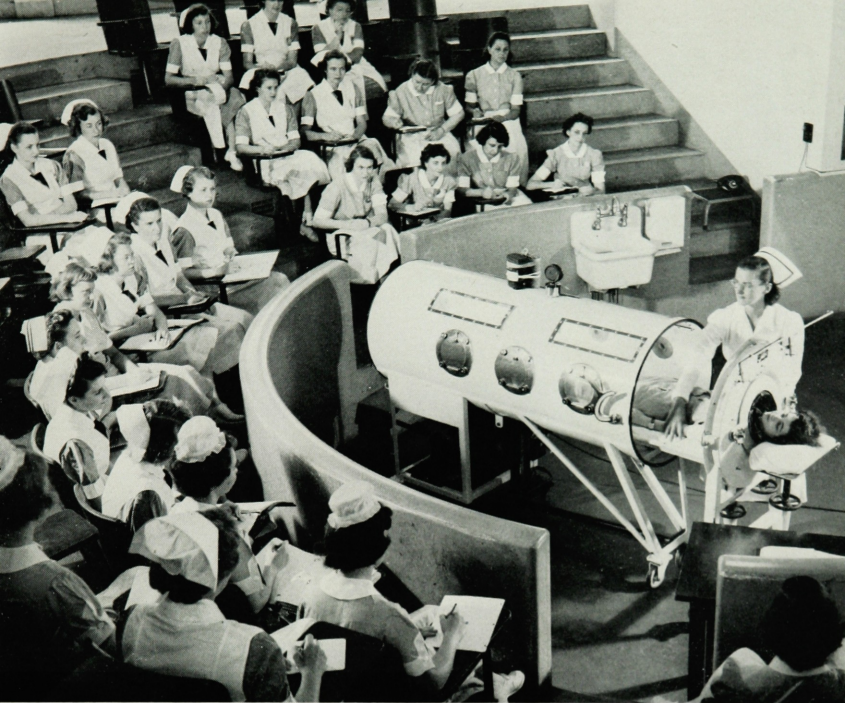
Mr. Sidney G. Davidson, who had headed Grace Hospital and the Grace Unit since 1933, became assistant to the director on problems associated with construction of the new building and his post at Grace was filled by Assistant Director Richard H. Judd, who had been assistant to the Director.

Mr. Nelson Evans, a graduate of the Yale School of Hospital Administration, was appointed Assistant Director in the New Haven Unit.

Miss Peggy Z. Stewart, since 1944, Superintendent of Nurses and Principal of the Grace-New Haven School of Nursing, resigned to become Superintendent of Nurses at Gaylord Farms Sanatorium in Wallingford. She was succeeded by Mrs. Marion G. Blake, who had been Nursing Arts Instructor.

Miss Anne Ryle, Assistant Director of Nursing Service in the New Haven Unit, accepted a position as Director of Nursing Service at Grasslands Hospital, Valhalla, New York. Her place has been ably filled by Miss Margaret Perry, who had been Administrative Supervisor on the Medical Service.

Mr. John Zugich, Chief Pharmacist, left to become Assistant to the Director of the University of Michigan Hospital, and Francis J. Sullivan, who had been his assistant, took over.



The Hospital's contributions to the training of future doctors and nurses are many. Here a group of student nurses learn to use a polio respirator.

A Note of Thanks

For a very successful year our thanks are due to a great many people:

To the doctors of our staff who have taken the fullest advantage of increasing medical knowledge while helping to press forward the boundaries of that knowledge;

To the more than one thousand employees whose loyalty to the best precepts of patient care has been continuously demonstrated;

To our patients, who have given us many constructive suggestions for the betterment of service and have been most forgiving of our shortcomings;

And finally to all of the people of our community who have given volunteer service, gifts of money and various articles, and who have, through their understanding interest, helped us immeasurably in serving our community.

D. SPENCER BERGER
President



WHERE THE MONEY WENT

	1948-1949	1949-1950
Administration (Business offices, admitting, personnel, telephone, insurance, etc.)	\$ 343,371.98	\$ 366,733.76
Food	431,124.86	350,667.32*
House & Property (Housekeeping, utilities, linen, laundry, maintenance, etc.)	736,632.63	665,829.69
Professional Care (Resident physicians, nurses, aides, laboratories, X-Ray, drugs, medical records, social service, etc.)	1,734,109.07	2,010,333.96
Depreciation	63,821.71	113,782.84
Other Expenses	27,489.66	25,603.41
Provision for Repairs	60,000.00	189,000.00
	<hr/> \$3,396,549.91	<hr/> \$3,721,950.98
Loss, New Haven Dispensary	34,636.98	22,344.63
Total Expense	<hr/> \$3,431,186.89	<hr/> \$3,744,295.61

WHERE THE MONEY CAME FROM

Patients (Includes payments by agencies, other third parties)	\$2,995,715.18	\$3,312,795.05
Endowment Fund Interest	123,157.00	134,032.62
Yale University Appropriation	162,000.00	152,000.00
Other Income (Includes Community Chest allocation, State Grant, donations, etc.)	126,551.52	157,827.82
	<hr/> \$3,407,423.70	<hr/> \$3,756,655.49
Total Income	<hr/> \$3,407,423.70	<hr/> \$3,756,655.49
Net Loss	23,763.19	
Net Gain		12,359.88

* The lower figure represents a realistic revision of the credits to the Dietary Department for food service to other hospital departments and is reflected in the higher cost charged against Professional care for food service to resident physicians and student nurses. Food actually cost the Hospital about \$6,000 less than in the previous year.

